RJ Reynolds
Tobacco Company

Mark Young
New York Metro

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Mr. Jim Maguire

Dear Jim,

As a follow-up to our conversation at Atlantic City and your overall comments on the two days on the street:

* ASR Juan Dominguez (Manhattan Division):
  Charlie is in the process of discussing the possibility of taking an "English" class with Juan this week. After I discussed the issue with Charlie, he agreed that Juan does have the potential down the road to move into management, and a better command of English would definitely help him long-term.

* Moonlight on Display in Manhattan:
  As we discussed in AC, Charlie has already put a first quarter plan together to deal with his overall brand loading on PCD's. This ties into his division plan to now roll-out the new APD's ... which as you saw, only a minimal number of locations now exist. Finally it appears that the entire region now has the time to step-back and really take a look at our overall merchandising set-up and utilize the APD's to gain exposure and increase the brand loads to accommodate a larger selection of brand styles.

* Dealing with PMX that get our promotions (ie: Veronica's call):
  We have a very solid region plan already in place to deal with any PMX that can find a Direct or in most cases a Sub-Jobber, that will supply promotions. As we discussed, we do make examples of any Direct or Sub-Jobber that "tries to take advantage" of us. We most recently eliminated all promotions and our DOD program in Amsterdam Tobacco Company (direct customer) for a 3 month period due to shipping promotions to the wrong stores. At the same time, we currently have 23 Sub-Jobbers that we have eliminated all promotions and DOD, for the same reason.

  Don't get me wrong, it's still definitely not a perfect world here in NYC, but we are all over the issue. By the way, we did find the Sub-Jobber that had been supplying the PMX that you and Veronica called on. He will no longer be able to supply RJR promotions to any store.

We enjoyed having you in the region earlier this month and especially at the annual meeting. The two S/R's were definitely impressed that you would take the time from your schedule to ride the street with them.

Come back in a couple of months to see our progress!

Sincerely,

Mark Young

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